

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6 0 JAN 1972

Attachment I

MEMORANDUM FOR: Office Chairmen and Keymen for the
Consolidated Fund Drive

FROM : Fund Drive Coordinator

SUBJECT : Responsibilities of Office Chairmen and
Keymen

1. The term "Consolidated Fund Drive" is used to cover the Combined Federal Campaign (CFC) and the Agency fund drive for its two organizations, the Educational Aid Fund (EAF) and the Public Service Aid Society (PSAS). This memorandum outlines your duties and responsibilities, and procedures to be followed.

2. The Office Chairman is the point of contact for the Fund Drive Coordinator on any questions which may arise during the campaign, since only the Office Chairman can know which Keyman received a given numbered CFC card or EAF/PSAS envelope. We ask both Chairmen and Keymen to retain their records until March 1973 in the event that questions arise during the audit of our books. Missing CFC cards and EAF/PSAS envelopes that have not been accounted for by the recipient constitute a common audit problem. It is important that Keymen inform employees of accountability for the numbered cards and envelopes, and of the fact that a memo must be submitted to account for a lost or destroyed card or envelope. Shortly after the close of the campaign, when final Chairmen reports have been submitted and all CFC cards and EAF/PSAS envelopes are filed in the Fund Drive Office, a memorandum will be sent to Office Chairmen listing missing cards and envelopes. They will be requested to check their lists and forward statements on lost or destroyed cards to the Fund Drive Coordinator.

3. OFFICE CHAIRMEN

- a. The Office Chairman will receive all campaign material for his office, and will make distribution to the Keymen. The Chairman should maintain a list of numbered employee packets issued to each of his Keymen.

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

-2- (of Attachment I)

- b. When Keyman envelopes and reports are turned in to the Chairman, he should check to see that they are filled out properly. He should also double-check the contributor cards to see that all necessary information is included. One common error appears on report forms listing payroll deduction pledges. The total gift should be entered on the report--not the amount to be deducted each pay day. On his Chairman report envelope he will then list the totals from each Keyman's report or envelope and total the columns. The total of "Payment Accompanying Pledge" plus "Payroll Deduction" plus "Direct Billing" equals "Amount of Pledge." The two copies of the Keyman's report which he receives should be stapled to the outside of the Keyman's envelope, with the pink Chairman's copy on top, and all Keymen's envelopes enclosed in the Chairman's envelope. This will expedite receipting of turn-ins at the Fund Drive Office (the pink copy is stamped and returned immediately to the Chairman). This receipt only verifies that these envelopes have been received from the Chairman. Another receipt for cash received will be sent to the Chairman subsequently.
- c. Confidential Gifts: Each confidential CFC contribution should be turned in to the Chairman by the Keyman in a plain white envelope with the card number noted on the outside. The confidential contributions should be recorded on a separate Keyman report form, also turned in to the Chairman. The Keyman report form should show card number and name of contributor, but no entries under the amount columns. The Office Chairmen will enclose confidential contributions and reports in the white CONFIDENTIAL Chairman's envelope and turn it into the Fund Drive Office, separate from "open" contributions. Information on individual confidential contributions is available only to the Fund Drive Office personnel.
- d. EAF/PSAS: Contributions to EAF and PSAS are confidential because the contributor places his contribution in the numbered envelope, indicates the amounts and seals it. The Keyman collects the sealed envelopes and fills out his EAF/PSAS report, listing only the number of the envelope. The reports should be stapled to the outside of the Keyman EAF/PSAS envelope (there is no Chairman EAF/PSAS envelope). The Chairman need only see that these are hand-

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

-3- (of Attachment I)

carried to the Fund Drive Office.

- e. Keymen should be instructed that if they receive one check from a contributor covering both the CFC contribution and the EAF/PSAS contribution, these must be kept separate from other contributions and reporting. The Keyman should turn in the check, the CFC pledge card, the EAF/PSAS numbered envelope, a CFC report and an EAF/PSAS report, to the Chairman--all together in a separate envelope (a plain manilla envelope is appropriate). The Chairman will then forward it to the Fund Drive Office.
- f. The Office Chairman should instruct his Keymen to turn in contributions and reports frequently and regularly throughout the campaign so that processing and records in the Fund Drive Office may be kept current. The Office Chairman is responsible for hand delivery to the Fund Drive Office; frequency of turn-ins by the Office Chairman should be determined by the number of contributions accumulated.
- g. It is suggested that surplus packets be kept until the end of the campaign. Then they should be returned to the Fund Drive Office intact (please instruct Keymen not to separate CFC cards from EAF/PSAS envelopes). Keymen should record the CFC card numbers and corresponding EAF/PSAS envelope numbers on the respective report forms, labeling them "SURPLUS." Surplus packets are those which were not assigned to anyone. CFC cards or EAF/PSAS envelopes with a "zero contribution" should not be considered surplus.

4. KEYMEN

The Keyman has the selling job. He should read all material carefully and take questions to his Chairman or the Fund Drive Coordinator. The Keyman must tell employees about the campaign, explaining CFC, EAF and PSAS and answering questions on subject matter and procedures.

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

-4- (of Attachment I)

- a. A list should be kept of each numbered packet and the name of the employee to whom it is given. When giving the packet to the employee, the Keyman should explain CFC and our Agency programs. He should point out that the contributor may designate the recipient agency of his gift on the back of his pledge card. EAF/PSAS contributions may only be made by cash or check, and all checks, whether for CFC, EAF or PSAS, must be made payable to Consolidated Charities. If, for cover purposes, employees are hesitant to make out a check in this way, they may choose to pay cash or utilize the payroll deduction method.
- b. CFC: Pledge cards should be checked as received by the Keyman, for the following information:
 - (1) "Total Gift"
 - (2) If cash or a check accompanies the pledge card, the amount should be checked against the amount entered in "Cash" on the card. The money is not to be separated from the pledge card. Checks should be examined for correct payee (Consolidated Charities), date, agreement of amount in figures and script, and signature.
 - (3) A Payroll Deduction Pledge Card must show total amount of pledge, agreeing with the amount to be deducted each pay day. Deductions other than those shown on the leaflet in the employee packet may be used, but no deductions less than \$.50 per pay day can be accepted. In addition, Keymen should check cards for the employee serial number, appearing in the space for "identification number"; for the type of funds by which the contributor is paid (vouchered or confidential), at the top of the card; for the employee's office, in the space for "Dept., Bureau or "Location"; and for his signature.
 - (4) A Direct Billing Pledge Card must show total gift pledged, and the employee's name and room number, so that he can receive his quarterly statement.

(This section will depend
on the type of card to be
used)

SECRET

SECRET

-5- (of Attachment I)

- (5) A contributor may choose to pay his pledge by a combination of the available plans; his pledge card should be clearly marked as to the amount to be given by each plan.
- (6) The CFC report is made out in triplicate on forms provided. The Keyman's copy is retained by him, and the other two copies are stapled to the outside of the Keyman's envelope (pink copy on top) and delivered to the Office Chairman. This report should include both the numbers of the CFC cards and the employees' names (This information is requested for Fund Drive Office use only, in order to reduce errors and telephone calls to Keymen. All records are confidential and available to Fund Drive Office personnel only). After the audit of the Fund Drive books is completed, all cards, envelopes and reports (with the exception of the payroll deduction authorization cards which are sent to the Agency Payroll Section) are destroyed.
 - (a) All spaces at the top of the report are to be filled out, with the exception of Department or Agency. Directorate and Office or Division are to be entered under space for Division.
 - (b) For payroll deduction pledges, the total amount of gift--not the allotment per pay period--should be entered.
 - (c) Totals of the columns must be balanced: "Payment Accompanying Pledge" plus "Payroll Deduction" plus "Direct Billing" will equal "Amount of Pledge" column.
 - (d) The Keyman should check that all pledge cards turned in are entered on the report and conversely that no pledge cards are entered that are not in the Keyman's envelope.

SECRET

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

-6- (of Attachment I)

(e) Confidential CFC Contributions - PLEASE
READ SECTION 3 c OF THE INSTRUCTIONS.

- c. EAF/PSAS envelopes and reports are kept separate from CFC pledge cards and reports. The envelopes and cards may be received from the employee at one time, or he may turn them in at different times. They aren't necessarily turned in to the Chairman at the same time. The Keyman will receive the EAF/PSAS envelopes sealed. He should then list them by number only on the EAF/PSAS report form and turn them in sealed. These reports are also to be made out in triplicate: one is retained by the Keyman, and the other two are attached to the EAF/PSAS Keyman's envelope and given to the Office Chairman. Again, the Keyman should check that all the envelopes turned in are listed on the report and that no numbers are entered that are not in the Keyman's envelope.
- d. Combined Contributions - PLEASE READ SECTION 3 e OF THE INSTRUCTIONS. (A combined contribution can be easily recognized: either there will be a CFC pledge card indicating a cash contribution but having no cash attached, or there will be more money than indicated in the "Total Gift" space. In either case, the donor should be asked if a combined gift was intended. If so, both CFC card and EAF/PSAS envelope must be turned in with separate report forms.)
- e. Surplus Contributor Packets: PLEASE READ SECTION 3 g OF THE INSTRUCTIONS.

5. During the campaign, weekly reports are sent to each member of the Consolidated Charities Committee (representatives of each directorate), showing the amounts collected from each office in his particular directorate, so that he may be informed of the status of these offices and of the whole directorate, with respect to its goal.

6. Campaign workers are encouraged to keep turn-ins for CFC and EAF/PSAS current, but if turn-ins are especially heavy, preference should be given to CFC since we are working toward a goal deadline.

7. Chairmen and Keymen are encouraged to call the Fund Drive Coordinator with any questions or problems that may arise, on extension [REDACTED]

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

Attachment II

20 JAN 1971

1971-72 Consolidated Fund Drive - Procedures for Processing
Contributions in Fund Drive Office

- I. Clerk at door receives CFC Chairman envelope containing Keyman envelopes and reports, and EAF/PSAS manilla envelopes and reports.
 - A. Stamps "Unverified Receipt" on Chairman's copy of CFC report form (#140) and on carbon copy of EAF/PSAS report form, and returns to Chairman. Staples Fund Drive Office's copy of reports to corresponding envelopes.
 - (1 person) B. Posts CFC Chairman envelope total line in "Running Unverified Totals" Book ("Total Pledged" Column is used for weekly reports to CFC.)
 - C. Bands together all envelopes received from one Chairman and gives to Bookkeeper/Cashier.
- II. Bookkeeper/Cashier assisted by 3 clerks (working in two teams of two each)
 - A. Number from Cash Blotter assigned to all envelopes and reports from one Chairman (whether or not cash is included in the envelope). This number is used as a control for subsequent checking of posting against information on envelopes and reports.
 - B. Chairman and Keymen envelopes opened.
 - (4 persons) C. 1. CFC - cards verified with Keyman's report and cash removed. If errors are found at this point on cards or reports, Coordinator is called upon to contact Keyman or contributor concerned, and adjustment made immediately (e.g. cash doesn't correspond with amount recorded)
2. EAF/PSAS - contributor envelopes opened by team of two persons, one actually opening the envelope and removing the money, the other recording amounts of contributions in appropriate columns and totaling columns. Both verify the cash against totals. Contributor envelopes are given to sorters.

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

-2- (of Attachment II)

- D. Cash figures are posted in Cash Blotter.
- E. Chairman envelopes (containing Keymen envelopes and reports, and contributor cards) and EAF/PSAS Keyman envelopes and reports, are sent to Posters.

III. Posters

- (2 persons) A. Keymen reports (identified by number assigned them, and names of Keymen) posted in CFC and EAF/PSAS campaign books, each kept by separate person.
- B. CFC and EAF/PSAS reports given to Checkers, along with report envelopes and contributor cards.

IV. Checkers/Sorters

- A. Check contributor cards for accuracy (for Payroll Deduction cards: total gift corresponding with allotment per pay period, employee serial number, type of funds, office, month and day of birth, signature. For Direct Billing cards: name and office address, total gift)
- B. Check CFC Keymen's reports for totals
- (1 full-time person, others trained to help when not otherwise occupied) C. Verify totals line of Chairman's envelope
- D. Incorrect cards are given to coordinator or an assistant, who calls keyman or contributor concerned to make correction. If an error is found on the Keyman report form (e.g., in an amount), it is given to coordinator to make up a "Dummy" Keyman report for adjustment only (this should be assigned the same number as the original Keyman report to which it refers). She in turn gives "Dummy" to Poster who makes adjustment entry and passes "Dummy" back to Checkers.
- E. All reports (CFC and EAF/PSAS, Keymen and Chairmen, and adjustment "Dummies") from one office are banded together and returned to Bookkeeper/Cashier.
- F. Entries made in Designation Book from contributor cards.

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

-3- (of Attachment II)

G. "SECRET" stamped on contributor cards bearing classified information.

H. Contributor cards sorted into 5 categories:

1. numbered copy - in numerical order
2. originals of payroll deduction cards (with signature) - according to office
3. originals of direct billing cards
4. originals of cash gift cards
5. originals of cards showing zero contributions

V. Bookkeeper/Cashier receipts Chairmen envelopes for cash received and posts in black ledger book. (On the two carbon copies of the receipt retained by the Fund Drive Office, the Bookkeeper notes the amounts of Payroll Deduction and Direct Billing, in addition to cash received from Chairman. This provides for accurate posting in the ledger book from the receipts. Receipts are then a check against campaign books and ledger book.)

(1 person) VI. Coordinator makes reports to directorates from postings in campaign books as of COB of previous day. (This is an on-going function during the day, apart from the process described in steps I-V).

VII. At COB, campaign books are totaled, cash totals verified with cash blotter totals for that day. Bank deposit is made in Disbursing Office (by 4 PM).

NB. All detailees were trained in the receipting, checking and sorting procedures so that they would be prepared to assist when there was need.

"Wrap-Up" Procedures at Close of Campaign

1. Check for missing CFC cards and EAF/PSAS envelopes, send memos to Chairmen concerned, requesting an accounting for them.
2. All totals in black ledger book must balance with campaign books.
3. Amounts on payroll deduction cards must balance with CFC campaign book.

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

-4- (of Attachment II)

4. Direct Billing card records set up from Direct Billing contributor cards.
5. Cash contribution cards, Direct Billing cards, numbered portions of cards, EAF/PSAS envelopes, unused numbered packets, campaign books, receipts, cash blotter, packet issue book, ledger book are kept for audit. It is the responsibility of BSD to call the auditors to begin their procedures as soon as the Fund Drive records are in order.

SECRET

Approved For Release 2001/09/04 : CIA-RDP85-00375R000200040010-6

27 SEP 1972

NOTE TO: DC/BSD

Hal:

Clerical support for CFC was discussed at 4 o'clock last night. It's Harry's opinion that with the shortage of people in the Pool and everyone screaming for additional help, we have to explore some other sources. He suggests we contact the four directorates and see if they can provide a detail of two employees each for this purpose. STATINTL

In this connection, suggest you call [REDACTED]

[REDACTED] Depending on the response you get, it may very well be necessary for us to go back to Harry and, in turn, for him to discuss the situation with Mr. Coffey.

Chief, BSD

Distribution:

- O - Addressee
- 1 - CFC file
- 1 - C/BSD

OP/BSD [REDACTED] jas (27 Sept 72)

Chief, Support Services Staff

ATTN: [REDACTED] 712 Mag.

STATINTL

Per our telecon,

[REDACTED] has been alerted to this request since he is currently making arrangements to provide us with other furniture for the campaign. When you approve our request, we can, if you wish, contact him.

STATINTL

Hal

27 JUL 1972

[REDACTED] Acting Chief, Benefits and Services Division/OP 5 E 61 Hq. [REDACTED]

STATINTL

STATINTL